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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

ACAF-1 (1) (5 Jan 68) FOR OT DL-670732

10 January 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 14th  
Inventory Control Center, Period Ending 31 July 1967

TO: SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation by  
USACDC in accordance with paragraph 6f, AR 1-19 and by USCONARC in  
accordance with paragraph 6c and d, AR 1-19. Evaluations and cor-  
rective actions should be reported to ACSFOR OT within 90 days of  
receipt of covering letter.

2. Information contained in this report is provided to insure  
appropriate benefits in the future from Lessons Learned during current  
operations, and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

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as

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CO, 14th Inventory Control Center

STATEMENT #2 UNCLASSIFIED

*of Staff for Force Dev*  
*att: PT-RD*  
*Wash. D. C. 20310*  
*affairs of Staff Chief*

JAN 19 1968

RECEIVED  
A

DEPARTMENT OF THE ARMY  
HEADQUARTERS, 14TH INVENTORY CONTROL CENTER  
APO US FORCES 96307

AVCA SGN-IC-30

15 August 1967

SUBJECT: Operational Report for Quarterly Period Ending 31 July 1967  
(RCS CSFOR-65)

TO: Commanding General  
1st Logistical Command  
ATTN: AVCA GO-O  
APO 96307

OPERATIONAL REPORT - LESSONS LEARNED

SECTION I - SIGNIFICANT ORGANIZATION OR UNIT ACTIVITIES

1. During late April and early May 1967, the 14th Inventory Control Center (ICC) was entering a significant transitional period in the areas of equipment configuration, personnel complement, operations, to include mission expansion, and location. Consequently, the report for this quarter will deal mainly with these major areas of interest and concern.

2. As mentioned in paragraphs 13a, b and c of the Operational Report for the previous quarter, approval for the installation of an IBM 7010/1460 computer configuration had been received from Department of the Army (DA) and Department of Defense (DOD), USARPAC had approved and dispatched a contact team of computer specialists from Computer Sciences Corporation (CSC) to convert the existing UNIVAC 1005 system to the IBM 7010/1460 system, and a plan, submitted by 1st Logistical Command, for installation of the new ADPE at the Long Binh Complex had been accepted. Therefore, the foundation for this transition period had been established.

3. In order to effectively build on this base, in late April 1967, the Army Materiel Command approved a request from 1st Logistical Command for seven (7) Department of the Army Civilians (DAC) to assist the 14th ICC in the development of improved ADPS operations. The Team, composed of ADP system analysts and digital computer programmers, was assigned the task of developing a more sophisticated ADP system which would evolve from the interim 1005 conversion system which the CSC personnel were developing.

4. Through coordination with the OICC, USARPAC FSA, and the CSC programmers, a detailed time schedule for the entire operation was devised; this schedule covered the time period from the ADP building availability date to the date that the Supply Management Division (SMD) moves into the Administration Building. The original building availability date of 27 June was not achieved; therefore, the actions related to this initial

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step slipped accordingly. To date, the actions and dates have been as follows: 7010/1460 in-country - 6 July; ADF building available - 12 July; programs completed - 20 July; and the 7010/1460 installed and turned over to this activity for compiling, testing and de-bugging of programs - 2 August. The projected schedule includes a 1 September target for 7010/1460 cutover and an 8-14 September target for the movement of SMD. Command guidance has been received personally from CINCPACUSARPAC, CG USARV, and CG 1st Log Comd to the effect that the 1 September cutover date is flexible and that extreme care must be exercised to assure that the new system is fully operational prior to conversion. The movement of SMD and the balance of the Center's personnel depends upon the actual cutover date.

5. In the area of personnel and equipment relocation to the Long Binh Complex, a detailed movement plan with a detailed concept of operations was devised by the Plans and Policy Office (P&PO). This movement will be conducted in three (3) phases: Phase I involves the movement of the advance section of the Data Processing Division (DPD); Phase II involves the movement of the main elements of the Center; and Phase III moves the Center's rear detachment. In addition, each separate branch/section was given the responsibility for developing its own individual movement plan. This prior planning should insure an efficient, timely relocation of the Center.

6. As discussed in Paragraph 12 of the previous report, concurrent with the approval of increased APE capability, the office of the Assistant Chief of Staff for Force Development (OACSFDR) approved in the 4th Indorsement, 7 March 1967, to a USARV letter, subject: Request for Increased Requirements, 14th ICC, dated 25 October 1966, the direct hire of 127 DAC's to support the logistical development effort of the 14th ICC; TDA P5WPJU9900 was printed and forwarded to DA for publication on 22 April 1967. On 2 June 1967, the initial permanent, direct-hire DAC reported for duty with the Center; at present a total of 34 individuals are assigned out of the 84 who have been selected.

7. As an adjunct to the 14th ICC's increased personnel and equipment capabilities, its mission has been recently expanded.

a. Prior to 1 July 1967, all subsistence requisitions were processed through the 2nd Logistical Command in Okinawa. The original concept had been for 2nd Logistical Command to provide an edit check of 14th ICC requisitions, to screen them against other USARPAC assets, and to perform the necessary funding control. As the present systems at this Center developed and became more effective, the quality of the internal editing improved, thus negating the need for edit by Okinawa. In actual fact, few requisitions were filled by Okinawa from USARPAC sources. The great majority of requisitions were passed to CONUS. The 2nd Logistical Command processing, then, only increased the requisition lead time. Coordination with USARPAC revealed that the Materiel Management Agency (NMA) USARPAC would be capable of funding 14th ICC requisitions without

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becoming involved in the supply chain. This fund control is being accomplished by furnishing MMA a copy of all requisitions. This Center also furnishes MMA a copy of all status information. In conjunction with the above, USARPAC has directed all sub-commands to furnish this Center with excess listings. The new change has resulted in better supply support, reduction in number of lost requisitions, and has greatly reduced the pipeline investment for subsistence.

b. During this reporting period, the 14th ICC, in conjunction with the Construction Materials Branch at 1st Log Comd, was planning for the eventual integration of this commodity into the centralized material inventory management mission of this Center. Meetings were held with depot representatives to discuss the various problems inherent to the transfer i.e., how and when the conversion would be accomplished, training of 14th ICC personnel, authorized stockage list (ASL) determination, etc. Six (6) enlisted men (EM) were assigned temporarily to the Construction Material Branch at 1st Log Comd to begin on-the-job training in the commodity area. A staff study was written by the 14th ICC Project Officer which further developed the method of transfer and the implementation of the management function at this Center. Monthly meetings with the depot representatives were instituted in which the major item of discussion was the determination of a valid ASL; in the August meeting, plans for a Theater-wide, standardized ASL will be discussed. On 26 July 1967, the 14th ICC officially assumed the Construction Materials mission; since that time, with the aid of 22 EM and 2 Officers from 1st Log Comd, a complete, thorough review of the present requisitioning objectives has been initiated to determine their validity.

8. As can be seen by the above mentioned actions, significant organizational/functional realignment was required by the upgrading of the ADPE, the TDA augmentation of DAC's, and the present and future mission expansion. Therefore, the ground work for revision of the existing TOE 29-402T was initiated during the reporting period. A proposed revision was prepared by DPD and SMD is in the process of preparing a similar document for the functional area of the Center. Upon compilation of all feeder data, a proposed MTOE 29-402T or TDA will be submitted to 1st Logistical Command.

9. During this period of flux, normal business was conducted by the 14th ICC and the following production volume was accomplished:

a. Requisitions received at 14th ICC (Monthly average)	99,809
b. Requisitions referred in-country (Monthly average)	19,047
c. Requisitions to 2d Log Comd, Okinawa (Monthly average)	151,739
d. Requisitions submitted and subsequently cancelled (monthly %)	2.3%

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e. Redistribution of supplies

Line items	10,325
Dollar Value	\$25,407,230

f. Referrals on Red Ball Requisitions

Total RB requisitions	79,792
Total in-country referral orders	20,579
% Referred in-country	26%

g. Requisitioning Objectives Reviewed

Line items	306,463
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h. Theater ASL Statistics

Total TASL as of 30 Apr 67	126,668
Total TASL as of 31 Jul 67	123,523
Total TASL Line at $\phi$ Bal as of 30 Apr 67	43,251
Total TASL Line at $\phi$ Bal as of 31 July 67	32,020

i. Identification of excesses

Line items	60,003
Dollar Value	\$18,096,593

j.

	<u>ABC</u>	<u>PASSING ACTIONS</u>	<u>REPLN</u>	<u>STATUS</u>	<u>RECEIPTS</u>
MAY	396,990	100,058	71,592	229,064	147,470
JUNE	456,751	102,236	99,435	465,854	47,149
JULY	<u>379,052</u>	<u>97,133</u>	<u>47,464</u>	<u>429,436</u>	<u>82,531</u>
TOTAL	1,232,793	299,427	218,491	1,124,354	277,150
WKLY AVG	102,732	24,952	28,202	93,696	23,096

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10. Demand analyses for the 3rd and 4th Quarter FY 67 were conducted during the months of May and July. In the process, many fringe items (candidate adds) were reviewed for possible addition to the ASL in addition to the normal 100% review of existing requisitioning objectives (RO's). In both analyses, the present and projected general draw-down of depot stocks caused by such factors as increased troop strengths (both present and future) and the current increased wear-out rates for repair parts and end items (increased usage) was taken into account. After a detailed analysis, weighted factors based upon the above mentioned considerations were derived and were used in the recomputation of the existing RO's and the possible establishment of new ones in order to exponentially smooth the projected increase in supply volume.

11. The second due-in reconciliation with the CONUS NICP's was conducted and completed during the month of May. The 14th ICC due-in file (DIF) consisted of 239,369 individual requisitions as of 20 May 1967. Of these, 124,394 were dated 27 January 1967 (the cut-off date for the due-in reconciliation) or earlier. Upon completion of the reconciliation, it was found that there was a total of 26,132 requisitions for which neither supply nor shipment status had been received despite the fact that 100% supply and shipment status was requested at the time the replenishment requisitions were submitted and that at least one request for status (DIC "AFI") had been subsequently submitted for each of the requisitions. The above figure, which is 11% of the total of individual requisitions on the DIF, is not ideal; however, it compares favorably with the approximately 50% which were found on the first due-in reconciliation conducted in December 1966.

12. During the month of July, control over approval of both replenishment requisitions and passing actions (customer requisitions) was increased by the establishment of criteria which require successive levels of management to review and approve requisitions as the quantity and value of the item proportionally increases. In addition, detailed desk procedures were prepared for use by the personnel involved in applying the criteria to include areas to be considered in reviewing the validity of requisitions and the action to be taken. These procedures will be distributed during August.

13. In order to improve working relationships between the 14th ICC and the USA Depots, Vietnam, a series of liaison/coordination visits between key personnel of this Center and their counterparts at depot level was initiated on 26,27 July 1967, when the Commanding Officer and the Chief, SMD conducted a trip to Cam Ranh Bay and Qui Nhon Depot. Discussion centered around operational problem areas which have been encountered and possible solutions to these problems. The most important single factor noted during the initial visit was the "credibility gap" which exists between both depots and the 14th ICC. It is recognized that each organization is working in its own particular area; it is also recognized that there must be a full exchange of views and consideration of problems at each level in order to reduce this gap; as a result, this series of visits has been scheduled on a bi-weekly basis.



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14. During the month of July, the 14th ICC took preliminary steps toward the publication of a monthly Supply Management Newsletter. The newsletter is designed to provide all MISTRIP requisitioners and USA Depots significant logistical information, management trends and catalog data which will aid them in the operation of their respective activities. In order to achieve this purpose the Newsletter will contain essential elements of logistical, managerial and catalog information that the MIL-STRIP requisitioners and 1st Log Comd Depots should be made aware of and use as appropriate. The first edition of the Newsletter is due for publication during the first two weeks in August.

15. In July, the Commanding Officer initiated the publication of a series of policy memoranda to provide overall policy guidance to be used as the basis for development of detailed procedures. Policy Memorandum #1, dated 7 July 1967 dealt with general policies applicable to personnel or operations of the 14th ICC and was distributed to each member of the Center. As of 31 July four (4) Memoranda had been published.

16. In the area of logistical training, a formalized training program was established by the Supply Management Division during the month of July 1967 in accordance with Center Policy Memorandum 4, dated 15 July 1967. Classes are conducted twice a week for all military and civilian personnel assigned to the Supply Management Division. The master training schedule plus all lesson plans are provided by the Plans and Operations Office, Supply Management Division. Officers within the division conduct the classes. As mentioned in prior reports, the need for ICP trained civilian personnel will increase as the complexity of the supply system increases. The current Army training program provides an inadequate source of Army officer and enlisted personnel training in ICC operations.

17. In the area of ADP training, IBM conducted, in-country, an extensive programming school in computer languages to be used on the 7010/1460 computers. Fifteen personnel from this division attended and completed formal training on 20 May 1967. 2nd Logistical Command, Okinawa, conducted two computer operators courses for DPD personnel. Training was comprehensive for 7010/1460 computer system and operation of the tape library. Twelve computer operators and two tape librarians attended.

18. In the area of formal unit training, the Headquarters Company conducted and completed the second quarter of its scheduled training as established by 14th ICC Training Directive # 1, dated 22 March 1967.

19. During the report period, the following organizational change was effected: in the Document Control and Audit Branch (DCAB), all internal SOP's and desk procedures were combined into five instructional chapters with illustrative inclosures of simplified detailed material. This accomplishment, which was completed during the latter part of the quarter, has already proved to be instrumental in the creation of a smoother flow of all elements of traffic through the branch.

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SECTION II, PART I - OBSERVATIONS (LESSON LEARNED)

1. Personnel

NCR 500 DSU/GSU Program

Discussion:

During the reporting period, specific problem areas in the administrative portion of the present NCR 500 program were discussed with personnel from the Directorate of Maintenance, 1st Log Comd. Specific problems covered were the present promotion system, AOR reporting, and the prevalent non-compliance with applicable regulations.

Observation:

That unit commanders having NCR 500 personnel attached under their command are not familiar with prescribed regulations pertaining to the NCR 500 Program. Proper administrative control of personnel cannot be maintained with the present system.

2. Operations

a. Automatic Data Processing System (ADPS)

Discussion and Observation:

To preclude a processing bottleneck due to the slow speed printer installed with the 1460 computer system, a recommendation is being prepared to install two tape drives on the retained U1005 system to facilitate off-line printing.

The step-down transformer mentioned in previous report has been installed. Significant machine down-time attributed to power and air conditioning failure has been eliminated.

On 21 July 1967 a request was submitted to the Commanding General, 1st Signal Brigade, to convert the Data Terminal to a magnetic tape operation.

b. Document Control and Audit

Transceiver Problems

Discussion:

As mentioned in paragraph 18b of the Operational Report for the previous quarter, on 1 March 1967 the responsibility for transceiver operations at the 14th ICC was assumed by the 69th Signal Battalion of the 1st Signal Brigade. A part of the transceiver operations includes a

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daily close-out between the transmitting and receiving stations and indications were that all traffic was moving smoothly until late April when a question of lost batches was raised by 2nd Log Comd. By 7 May 1967, 125 missing batches transceived between 27 February and 12 April had been identified and on 9 May were hand-carried to 2nd Log Comd by a representative of the 14th ICC. While in Okinawa, our representative obtained an additional list of 89 batches of supply transactions that were missing.

An agreement was reached between 2nd Log Comd and the 14th ICC that as of 12 May, 2nd Log Comd would notify the 14th ICC as to what batches had been received each day. Beginning on 20 May, all batches being transceived to 2nd Log were serially numbered to assist in identifying missing batches. By 5 June it became evident that the problem of transceiving requisitions had not been solved; therefore, on 7 June 1967, the 69th Signal Brigade began to send by courier all requisitions and batches of other data previously transmitted but missing. Transmission of lower priority data such as requests for cancellation was still being made but if not received, was sent by courier the following day after notification of non-receipt. Non-receipt information was provided daily by a phone call from 2nd Log Comd to the 14th ICC. Both the Logistical Commands and STRATCOM were cognizant of the problems and STRATCOM was attempting to isolate the causes and correct the problems. To assist in isolating the problem, the 14th ICC requested that 2nd Log Comd provide daily information as to whether batches were missing or were not usable due to being garbled, having wrong card count, or other type problems. Requisitions were to be sent by courier until the transceiver problem was corrected.

#### Observations:

Transceiver problems reported in earlier reports are now insignificant and as of 27 July 1967 the daily courier for requisitions was discontinued. The improvement was accomplished by installation of a new high quality circuit, increased command interest by STRATCOM personnel, better procedures and training of operators by signal personnel, and renewal of the daily closeout reporting system. STRATCOM reports that over 80% of transceiver traffic is arriving at Okinawa within 48 hours. DCAB daily phone conversations with 2nd Logistical Command act as a double check on the communications system to insure that all traffic reaches Okinawa.

c. Total number of days unit engaged in operations during the reporting period: 92.

#### SECTION II, PART 2 - RECOMMENDATIONS

1. That responsibility for administrative support of the NCR 500 DSU/GSU Program be transferred to the 1st Logistical Command.

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2. That selection criteria for operations and programming personnel for DPD contain either formal schooling or qualifying OJT on the 7010/1460 computer configuration.

  
J. A. KELLSTROM  
Colonel, QMC  
Commanding

AVCA GO-O (14 Aug 67)

1st Ind

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(RCS CSFOR-65)

1 SEP 1967

HEADQUARTERS, 1ST LOGISTICAL COMMAND, APO 96307

TO: Deputy Commanding General, United States Army Vietnam, ATTN:  
AVHGC-DH, APO 96375

1. The Operational Report - Lessons Learned submitted by the 14th Inventory Control Center for the quarterly period ending 31 July 1967 is forwarded.

2. Reference page 7, paragraph 1, and page 8, paragraph 1: Concur with observation and recommendation. An LOR has been prepared assigning personnel to the unit supported.

3. Reference page 9, paragraph 2: This is a continuing problem throughout Vietnam. Concur with recommendation.

4. The 14th Inventory Control Center engaged in combat service support for 92 days during the reporting period. The UIC of the reporting unit is WFJUAAA.

5. Concur with basic report as modified by this indorsement. The report is considered adequate.

FOR THE COMMANDER:

TEL: Lynx 430/782

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*Timothy S. O'Hara*  
TIMOTHY S. O'HARA  
1LT, INF  
Acting Assistant

AVHGC-DST (15 August 67) 2d Ind  
SUBJECT: Operational Report-Lessons Learned for the Period Ending  
31 July 1967 (RCS CSFOR-55) (U)

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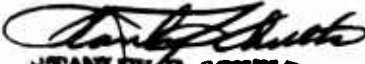
HEADQUARTERS, UNITED STATES ARMY VIETNAM, APO San Francisco 96375 2 NOV 1967

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-OT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the period ending 31 July 1967 from Headquarters, 14th Inventory Control Center (FJUA) as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

FOR THE COMMANDER:

  
STANLEY R. SCHULTS  
Major, AGC  
Asst Adjutant General

Copies furnished:

HQ, 14th Inventory Control Center  
HQ, 1st Log Comd

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GPOP-DT(15 Aug 67)

3d Ind

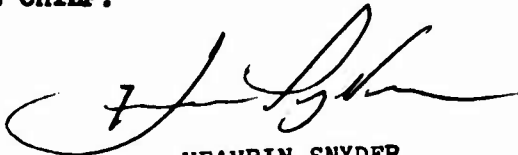
SUBJECT: Operational Report for the Quarterly Period Ending 31 July 1967  
from HQ, 14th Inventory Control Center (UIC: WFJUAA)  
(RCS CSFOR-65)

HQ, US ARMY, PACIFIC, APO San Francisco 96558 5 DEC 1967

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding  
indorsements and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



HEAVRIN SNYDER  
CPT, AGC  
Asst AG

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nc

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CO, 14th Inventory Control Center

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13. ABSTRACT

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